

# LINKAGE

## **The 2005 Linkage Excellence in Management & Leadership Series**

### **Emotionally Intelligent Leadership: Bottom Line Results**

#### **Participant Guide**



Featuring Dr. Daniel Goleman

Dear Participant:

Welcome to the Linkage broadcast, *Emotionally Intelligent Leadership – Bottom Line Results*. This is the fourth broadcast in Linkage's 2005 Excellence in Management & Leadership Series and features Dr. Daniel Goleman, world-renowned expert on emotional intelligence.

Dr. Goleman will share empirical data and the experiences of leaders he has known to underscore the importance of being an emotionally intelligent leader. He will match key domains of Emotional Intelligence with competencies that effective leaders need to demonstrate in each domain. He will also explain why and how the leader's emotional intelligence has much potential to shape the overall performance of individuals and organizations.

In this 90-minute presentation, you will learn:

- The impact that developing your own emotional intelligence and that of your organization can have on the bottom line
- Ways to inspire and motivate by cultivating resonant leadership throughout teams and organizations
- How other leaders have developed their own emotional intelligence and five steps you can follow to enhance yours

These participant materials have been designed to complement your participation in this broadcast with Dr. Goleman. Use the materials **before** the broadcast to learn more about Dr. Goleman and his research on the connections between leadership and the brain, and business results.

Dr. Goleman will present for the first 60 minutes of the broadcast and then respond to your questions for the remaining 30 minutes. Use the materials **during** the broadcast to record your notes, ideas, questions, and insights. Throughout the broadcast, you can submit questions directly to Dr. Goleman via fax, telephone, and/or email. Your submission of questions is a critical component to a successful program.

Most importantly, use the materials **after** the broadcast to help you implement the principles and techniques as you lead your organization. Use the materials as your ongoing source of renewal, energy, and direction.

## About Linkage

Linkage, Inc. is a global organizational development company that specializes in leadership development. Serving the public and private sectors, the Company provides clients around the globe with integrated solutions that include strategic consulting services, customized on-site training experiences, tailored assessment services, and benchmark research.

With a relentless commitment to learning, Linkage also offers a full range of conferences, institutes, summits, public workshops, and distance learning programs on leading-edge topics in leadership, management, HR, and OD. More than 100,000 leaders and managers have attended such a Linkage program since the Company's founding in 1988.

Linkage is headquartered in Burlington, Massachusetts, with regional offices in Minneapolis, Atlanta, San Francisco, London, Brussels, and Singapore. On two occasions, Linkage has been named to the Inc. 500, a list of the fastest-growing private companies in the United States.

## Upcoming Events

Linkage's broadcasts represent the best in leadership and management thinking, providing you with:

- Idea-generating presentations from well-known and inspirational leaders
- A convenient, on-site option for educating your leaders and managers
- An innovative vehicle to deliver and drive the learning

Please join us for these upcoming programs. These broadcasts are offered live, by Linkage, on the following dates and times. Please check with the individual responsible for the broadcasts within your organization for any internal changes to the schedule.

- June 14, 2005 (11:00am – 1:00pm EST/5:00pm – 7:00pm GMT)  
*Coaching to Win: Developing People and Teams Who Excel*  
**Mike Krzyzewski and Catherine McCarthy**

In this special two-hour program, two widely recognized experts in the field of coaching, from dramatically different backgrounds, share their perspective, insights, and practical ideas.

Check Linkage's website (<http://www.linkage-inc.com>) for additional programming, details, and dates.

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## **SECTION 1**

### **PROGRAM MATERIALS**

Visionary leaders help people to see how their work fits into the big picture, lending people a clear sense not just that what they do matters, but also why.

Dr. Goleman

## Introduction and Basic Premise

*Great leaders move us. They ignite our passion and inspire the best in us. When we try to explain why they are so effective, we speak of strategy, vision, or powerful ideas. But the reality is much more primal: Great leadership works through the emotions.*

Dr. Daniel Goleman

*Primal Leadership: Learning to Lead with Emotional Intelligence*, co-authored by Dr. Daniel Goleman, opens with a simple but illustrative story of how two executives handled the same situation in two very different ways and with two very different results. The situation: an experimental news division of the BBC was being closed despite the best efforts of its staff to start something new. The first executive to convey the bad news delivered a message that was out of tune with the audience of the division's journalists and editors. Speaking in a brusque style and referring not only to the success of their competitors but also to his recent trip to Cannes, the executive was out of tune with the audience's state of mind. The result was an irate audience angry not only about the decision, but also with the executive himself.

What do you predict would be the impact on the continuing business of the BBC as a result of this event?

Fortunately, the BBC thought to send another executive to speak to the staff the next day. When the second executive finished, the staff applauded him. The difference was that the second executive "spoke from his heart about the crucial importance of journalism to the vibrancy of a society, and of the calling that had drawn them all to the field in the first place...And he invoked the passion, even the dedication, the journalists had for the service they offered. Finally, he wished them all well in getting on with their careers."

As a result of this second episode, what do you predict would be the impact on the business of the BBC?

Disgruntled employees, such as those in the first episode, often resort to sabotaging an organization's efforts. Costly grievance processes are initiated, the reputation of an organization with customers and the community suffers, and the productivity of the people who remain is adversely affected. On the other hand, leaders who can resonate with their people inspire them and rally them to deal effectively and productively even through times of stress and upheaval.

Dr. Goleman will explain discoveries that science is making to explain why emotional intelligence affects us the way it does, as well as research that links positive business performance with a leader's emotionally intelligent style. During and after the program, we encourage you to reflect on your own style and how to apply Dr. Goleman's findings to your own work situation. The best leaders understand the role of emotions in the workplace and are able to manage their own and others' emotions to bring out the best in people.

## Question-and-Answer Session

Dr. Goleman will dedicate the last 30 minutes of his live broadcast to answer your questions. Complete the Question Form found on the next to last page of this participant guide and:

- If you are participating in the live presentation of this program, fax, e-mail, or call in your questions using the instructions on the Question Form. Your program coordinator may collect your questions and send them in collectively.
- If you are participating in a recorded presentation of this program, share your questions with your program coordinator to be used during your post-broadcast activities.

## When the Session Has Concluded

- Your feedback is valuable in ensuring the integrity of future programs. We take pride in providing relevant, thought-provoking and enlightening programs – and we rely on your feedback to help make this happen. Please complete the program evaluation form on the last page of this guide or online at: [http://www.linkageinc.com/disl/satellite\\_evals.shtml](http://www.linkageinc.com/disl/satellite_evals.shtml).
- To further reinforce your understanding of today's information, as well as hone other aspects of your leadership skills, complete the recommended post-broadcast activities that begin on page 16 of this participant guide.

*People tend to gravitate toward the aspects of their job they like the most, namely, the aspects that tie in to their dreams, identity, and aspirations. By linking people's daily work to these long-term goals, coaches keep people motivated. Only by getting to know employees on a deeper, personal level can leaders begin to make that link a reality.*

*Dr. Goleman*

## Pre-Broadcast Reading

Leadership in organizations requires mastery in a broad array of competencies. Leaders must have technical or subject matter expertise and knowledge. Without it they can not achieve credibility. They certainly need the cognitive ability to take in and absorb vast amounts of information quickly; to cut through what is irrelevant, to recognize the salient patterns, and to focus people's attention on the parts that contain the critical meaning for the future success of their organizations. Thus, of course, without a high level of intellectual capability, they can not cope with the complexity of their world. Therefore, the higher you move up in an organization, the capabilities that really distinguish between the most successful from the merely average are the capabilities related to Emotional Intelligence. In other words, your intellectual capabilities only qualify you as a *candidate* for leadership at the top. They can not take you all the way.

Interestingly, the research done by and written about by Dr. Goleman helps us to understand how the cognitive and emotional centers of our brains work together. In business decision-making we tend to value the "rational" and analytical processes more and often overlook that our own emotional state and the emotional states of others are also a data point that needs to be noted and factored into the decision equation.

While organizational leaders rely on critical thinking skills to determine the best direction and the most likely strategies to get them there, they can not move the organization to execute the strategies if they can not first inspire others to follow them.

Key competencies for emotionally intelligent leadership fall into four domains. Two domains focus on the self, and two domains focus on others. The domains are: Self-Awareness, Self-Management, Social Awareness, and Relationship Management. Effective leadership requires these four domains to work in concert, and Dr. Goleman will explain how these domains interrelate.

Below are the leadership competencies broken down by domain. Consider which ones you feel are your strengths. What is your level of confidence that others who work with you would agree with your assessment?

### Self-Awareness includes:

- Emotional self-awareness – being in touch, in the moment, with how you are reacting and knowing the values you want to guide your actions
- Accurate self-assessment – knowing your strengths and weaknesses and being willing to listen to and act on constructive feedback
- Self-confidence - having a firm belief in your strengths that allows you to challenge yourself and take risks



**Self-Management includes:**

- Self-control – managing emotions that might hinder effective action and calling up emotions that will be useful
- Transparency – being open and candid and acting with integrity
- Adaptability – being able to adjust to new realities and flexible in thinking
- Achievement – having a desire to reach high standards and to continually learn and improve
- Initiative – finding and making opportunities rather than waiting passively for opportunity to come to you
- Optimism – expecting the best and seeing change as opportunity

**Social Awareness includes:**

- Empathy – being able to accurately pick up on how others are seeing and feeling about their situation
- Organizational awareness – being able to notice and understand the political dynamics in groups and organizations
- Service – paying attention to how well “customers” or “clients” are being satisfied

**Relationship Management includes:**

- Inspiration – creating a shared sense of meaning in the work of the organization
- Influence – engaging people and being able to get buy-in
- Developing others – showing genuine interest in and spending time helping others to grow and reach their goals
- Change catalyst – recognizing and championing change in a way that overcomes barriers
- Conflict management – feeling comfortable enough with conflict to surface it and then focus people in common and constructive directions
- Teamwork and collaboration – creating an environment in which people seek to work together and commit to joint goals

## Pre-Broadcast Activity

Think about a project or set of deliverables for which you are in a leadership position.

1. What is the output or result(s) for which you are responsible? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
2. With that leadership goal in mind, complete the grid below.
  - a) In the left hand column, write the leadership tasks that will be required of you in order for the project to be successful.
  - b) Reading across, check off the one or two E.I. domain(s) that you predict will be most critical for you to be effective at each of the leadership tasks you identified.
  - c) As you participate in the program, confirm your hypothesis and begin to think about what concrete actions/behaviors you might use to demonstrate competencies in those domains for the specific tasks you face.

Leadership Tasks	Self-Awareness	Self-Management	Social Awareness	Relationship Management
(ex: Encourage confidence in our success)	X		X	
(ex: Maintain executive support)			X	X

### **During The Program**

- Participate!
- Submit questions to be addressed by Dr. Goleman during his broadcast. He will speak for the first hour and then respond to questions for the next 30 minutes, so again, your submission of questions is critical to the success of the program. To submit questions, complete the Question Sheet (found on the next to last page of this guide), submit an e-mail, or call in when prompted during the program.
- Dr. Goleman asks that you engage in the Question and Answer Session. If you wish, use the following pages to take notes on points important to you.
- Dr. Goleman has graciously provided the overheads that he will be using in the presentation. These overheads are found in Section 2. You may wish to use these overheads as you apply the concepts on the job.

Dr. Goleman

Dr. Goleman

[illegible]

*That kind of leadership, however, requires not only a vision, but also a clear picture of the realities you are facing.*

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

*It is fortunate, then, that emotional intelligence can be learned. The process is not easy. It takes time and, most of all, commitment.*

## More notes

[illegible]

*In 80 percent of airline crashes, pilots make mistakes that could have been prevented, particularly if the crew worked together more harmoniously. Teamwork, open lines of communication, cooperation, listening, and speaking one's mind – rudiments of social intelligence – are now emphasized in training pilots, along with technical prowess.*

Dr. Goleman

## More notes

[illegible]

*But lacking the dramatic reality check of an airplane crash, the destructive effects of miserable morale, intimidated workers, or arrogant bosses ...can go largely unnoticed by those outside the immediate scene. But ...there is, inevitably a cost to the bottom line from the low levels of emotional intelligence on the job. When it is rampant, companies can crash and burn..*

Dr. Goleman

## More notes

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.



## Post-Broadcast Activities

Complete and submit the program evaluation form found on the last page of this guide or online at: [http://www.linkageinc.com/dis/satellite\\_evals.shtml](http://www.linkageinc.com/dis/satellite_evals.shtml).

### Activity 1: Self-Reflection and Discussion

- What is one point or story you heard today that motivates you to attend to E.I. in the workplace? Why?  
  
\_\_\_\_\_  
  
\_\_\_\_\_  
  
\_\_\_\_\_  
  
\_\_\_\_\_
- Describe an incident where you intentionally demonstrated an E.I. domain or competence to create an environment for optimal performance. What exactly did you do? How did it turn out?  
  
\_\_\_\_\_  
  
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\_\_\_\_\_  
  
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\_\_\_\_\_
- Which of the six leadership styles do you tend to use most naturally? Is there one that you overuse? Why? Is there one that you under use? Why?  
  
\_\_\_\_\_  
  
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\_\_\_\_\_  
  
\_\_\_\_\_  
  
\_\_\_\_\_

*By being alert to situations that in the past have triggered our old, dysfunctional leadership habits, we're better able to choose a new, more positive reaction.*

Dr. Goleman

- Is there a style that seems more “acceptable” in your organization? If so, what is it? How could you become more effective at that style?

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- What insights have you gained that might help you to coach a direct report or peer on developing as an emotionally intelligent leader?

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*Some of the less obvious reasons emotional aptitudes are moving to the forefront of business skills reflect sweeping changes in the workplace. Let me make my point by tracking the difference three applications of emotional intelligence make: being able to air grievances as helpful critiques, creating an atmosphere in which diversity is valued rather than a source of friction, and networking effectively.*

Dr. Goleman

**Activity 2: Work with a Partner to Apply E.I. Competencies to Your Leadership Tasks**

Look back at the grid you completed in the Pre-Broadcast Activity. Choose one or two of the leadership tasks you listed. Focus on those that you expect will be challenging for you. Also focus on the domains you marked as critical to success. With a partner, talk through in more detail about how and where that domain, with its set of competencies, needs to “show up” in order to positively impact the success of your project. It may help you to complete sentences such as, “I need to ...”, or “I need to be perceived as “, I can’t ignore ...”, “I must accurately assess ...”

Leadership Tasks	Self-Awareness	Self-Management	Social Awareness	Relationship Management
(ex: Encourage confidence in our team’s success)	X		X	
(ex: Maintain executive support)			X	X

**Activity 3: Be a Good Observer. Where Can You Find Role Models?**

“Looking around”, who do you see demonstrating the competencies you most want to develop and that you would most like to emulate? Role models may be found both inside and outside of your workplace.

Use the spaces below to record your observations. Select the competencies most meaningful to you.

**SELF-AWARENESS DOMAIN**

Who did you observe?	What did you see them say or do (not say or not do)?	How do you see this leading to better bottom-line results?

**SELF-MANAGEMENT DOMAIN**

Who did you observe?	What did you see them say or do (not say or not do)?	How do you see this leading to better bottom-line results?

**SOCIAL AWARENESS DOMAIN**

Who did you observe?	What did you see them say or do (not say or not do)?	How do you see this leading to better bottom-line results?

**RELATIONSHIP MANAGEMENT DOMAIN**

Who did you observe?	What did you see them say or do (not say or not do)?	How do you see this leading to better bottom-line results?

*Building emotional intelligence happens only with sincere desire and concerted effort. ... Because the limbic brain learns more slowly – and requires much more practice – than the neocortex, it takes more effort to strengthen an ability such as empathy than, say, to become adept at risk analysis. But it can be done.*

Dr. Goleman

#### Activity 4: Five Key Steps for Enhancing Your E.I.

##### Step 1. Get motivated.

As part of your self-awareness, consider your own level of motivation. Sometimes there is something in our own lives, or in the organizational system that gets in the way of our caring. If so, it will be helpful for you to pay attention to what that is and how you might begin to change it.

- On a scale of 1-5, how would you rate your motivation around enhancing your E.I. competencies? (1= Don't care at all 5= I am extremely motivated)
- Why did you answer as you did?
- What do you need to get more motivated or to stay motivated? Where can you find a source for that motivation?

##### Step 2. Get an Objective Appraisal

Without an objective appraisal, it is difficult to know whether we have an accurate read on how our actions, moods, and words are affecting the ability of others to perform at their peak.

- a) If you can answer, "Yes, I have a recent objective appraisal."

What recent appraisal data do you have? \_\_\_\_\_

What are you doing well? \_\_\_\_\_

Where are places for growth? \_\_\_\_\_

- b) If you answer, "No, I don't have a recent objective appraisal."

From whom could/should you seek appraisal data? \_\_\_\_\_

What tools or assessments could you use? \_\_\_\_\_

*Leadership is not domination, but the art of persuading people to work toward a common goal. And, in terms of managing our own career, there may be nothing more essential than recognizing our deepest feelings about what we do – and what changes might make us the more truly satisfied with our work.*

Dr. Goleman

### Step 3. Create a Learning Plan

A learning plan should give you something tangible to focus on, and a place to start. The more specific you can be, the more useful this plan will be for you. Be realistic. Set goals that you can really imagine yourself doing and finding time for.

- a) Aspect/competency for your growth as an emotionally intelligent leader
- b) Why it's important to you. If you grow in this area you can ... (reach what goal that excites you) \_\_\_\_\_
- c) Describe the "behavior gap" in your own words: (For example, I do/don't do ...; I am perceived as/not perceived as...; I am told I ...)
- d) What you will do to grow in this area?

### Step 4: Get Help

- a) Who can help you? \_\_\_\_\_
- b) What will you ask that person(s) to do?

### Step 5: Practice

In what situation will you practice? Include others who will be present or involved in the interaction. When, how frequently will you continue practicing?

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*Brain studies have shown that imagining something in vivid detail can fire the same brain cells that are actually involved in that activity. In other words, the new brain circuitry appears to go through its paces, strengthening connections, even as the person merely repeats the sequence in his mind....If you first visualize some likely situations at work or at home, you'll feel less awkward when you actually put the new skills into place.*

Dr. Goleman

### Final Activity: Action Planning

Imagine that your leadership development begins today. Picture yourself six months from now. You're reflecting with a sense of pride and satisfaction on what you've accomplished since the broadcast. As you look back, what one thing brings you the most pride?

Back to the present. With the above goal set for six months from now, what intermediary steps do you need to take to reach that goal?

- What do you need to do within three months?
- What do you need to do by the end of this month?
- What do you need to do by the end of this week?
- What do you need to do tomorrow?



## Materials Written or Edited by Daniel Goleman

The following books are written, co-authored or edited by Daniel Goleman and are listed in order of publication date beginning with the most recent:

*Destructive Emotions: A Scientific Dialogue with the Dalai Lama*. Bantam (January 2003). ISBN: 0-553-80171-6

*Primal Leadership: Learning to Lead with Emotional Intelligence*. Harvard Business School Press (2002). ISBN: 1-59139-184-9

*The Emotionally Intelligent Workplace: How to Select For, Measure, and Improve Emotional Intelligence in Individuals, Groups, and Organizations* by Cary Cherniss (Editor), Daniel Goleman (Editor). Jossey-Bass (2001). ISBN: 0-7879-5690-2

*Working with Emotional Intelligence*. Bantam (October 1998). ISBN: 0-553-37858-9

*Emotional Intelligence: Why It Can Matter More Than IQ*, Bantam (1995). ISBN: 0-553-37506-7

*Vital Lies, Simple Truths: The Psychology of Self-Deception*. Simon & Schuster, Inc. (1985). ISBN: 0-684-83107-4

The following articles in the *Harvard Business Review* are written or co-authored by Dr. Goleman.

“What Makes a Leader.” Daniel Goleman. *Harvard Business Review*, January 2004,

“Primal Leadership: The Hidden Driver of Great Performance.” Daniel Goleman, Richard Boyatzis, and Annie McKee. *Harvard Business Review*, December 2001.

“Leadership That Gets Results.” Daniel Goleman, *Harvard Business Review*, July-August 2000

You may wish to visit the website for the E.I. Consortium for more information on research and best practices on Emotional Intelligence in organizations, at [www.eiconsortium.org](http://www.eiconsortium.org)

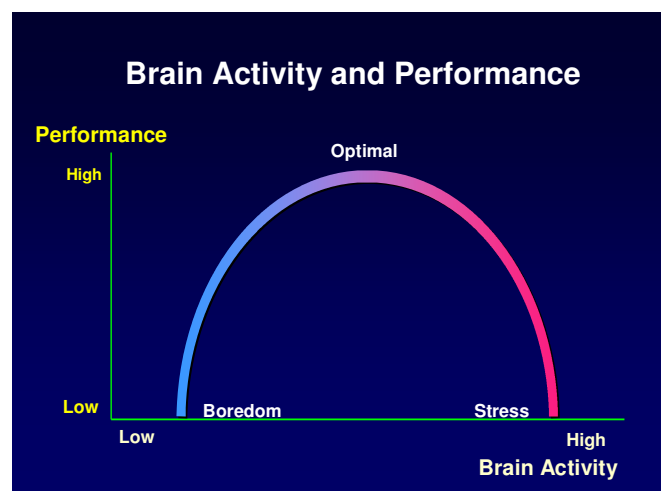
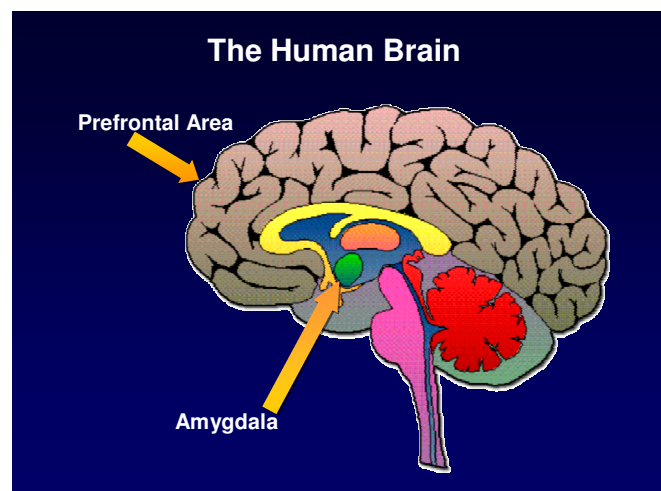
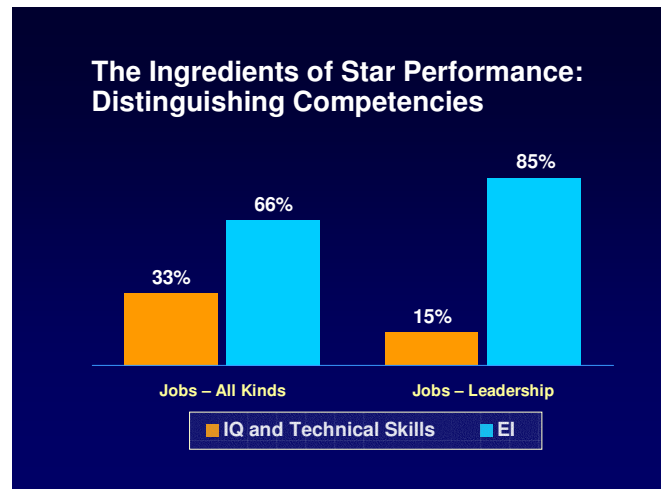
You may also wish to visit the website for the Mind and Life Institute, whose vision is to establish a working collaboration and research partnership between modern science and Buddhism, at [www.mindandlife.org](http://www.mindandlife.org)

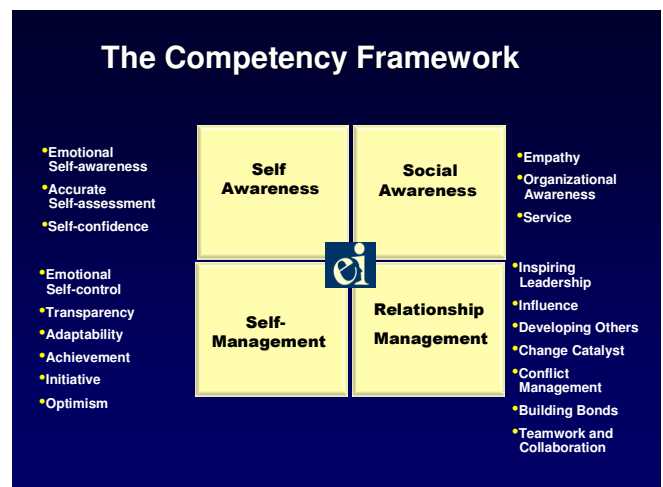
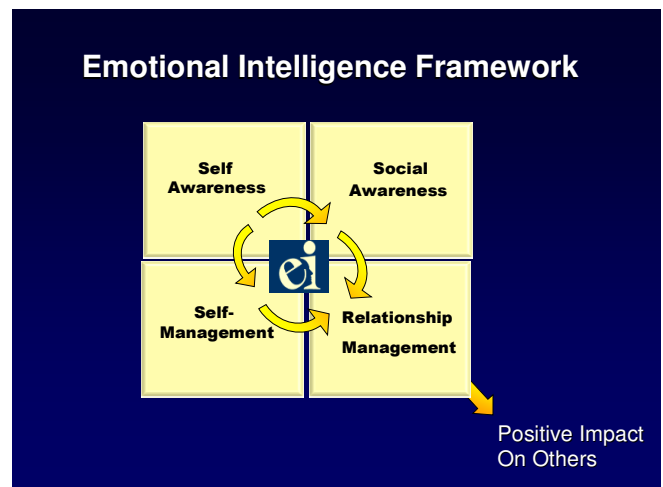
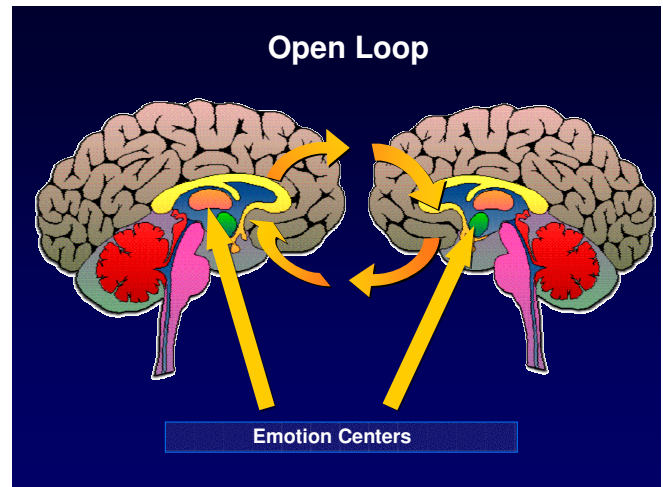
## **SECTION 2**

### **PRESENTATION OVERHEADS AND FORMS**

## Presentation Overheads

Dan Goleman has graciously provided overheads for his presentation. You may wish to use these overheads to recall salient points from the presentation. These overheads are copyrighted to Dan Goleman and are not to be used, reproduced, or distributed without written permission from Dan Goleman.





## Leadership Style Impact on Climate

Leadership Style	Impact on Climate
<b>Visionary</b> Provides long-term direction and vision	↑
<b>Coaching</b> Develops employees for long-term	↑
<b>Affiliative</b> Creates harmony in work relationships	↑
<b>Democratic</b> Builds commitment through collaboration	↑
<b>Pacesetter</b> Pushes to accomplish tasks	↓
<b>Commanding</b> Demands Compliance	↓

## Best Practices in Leadership Development (in short)

### KEY STEPS:

1. **Ask what matters**
2. **Get objective evaluations on strengths and limits**
3. **Pick a development goal and make a learning plan**
4. **Get someone to help**
5. **Practice at every opportunity**

For more on Best Practices, see [www.eiconsortium.org](http://www.eiconsortium.org)

## Question Sheet

Use this form to write your questions for Dan Goleman for discussion. Please write legibly.

**Name (optional):**

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**Organization:**

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**Location:**

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**Your question (25 words or fewer):**

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Fax 1.877.892.0170 (from within U.S.)

Fax 646.349.3661 (from outside U.S.)

Email: *leadership2005@linkageinc.com*

Tel 1.800.218.0530 (from within U.S.)

Tel 303.262.2131 (from outside U.S.)

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# LINKAGE EXCELLENCE IN MANAGEMENT & LEADERSHIP SERIES

## Evaluation Form

### *Emotionally Intelligent Leadership: Bottom Line Results* Featuring Dan Goleman

PLEASE RETURN THIS FORM TO YOUR SITE COORDINATOR OR FAX TO 781.402.5556.

NAME \_\_\_\_\_ TITLE \_\_\_\_\_

ORGANIZATION \_\_\_\_\_

**Please indicate functional area (only circle one):**

Finance   Human Resources/Organizational Development   Manufacturing/Operations   Marketing   R&D   Sales  
Other (specify) \_\_\_\_\_

**How many people do you have reporting to you (include all levels)? Number:** \_\_\_\_\_

**Please indicate your job level (only circle one):**

☐ President or Officer   ☐ Vice President   ☐ Director   ☐ Manager/Supervisor   ☐ Individual Contributor

-----  
**1) Please indicate a rating for each of the statements below by checking the appropriate box.**

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree
The length of the presentation was ideal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
As a result of participating in this program, I will be more effective in my role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The participant materials were useful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Q&A session was valuable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**2) Please give a general overall comment about the program.**

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**3) Any suggestions on what we can do to improve?**

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**4) May we use any of these comments for promotional purposes (including name and organization)?   Y   N**

**5) On a scale of 1-10 (10 = Outstanding), how would you rate this session?      Rating:** \_\_\_\_\_

**6) Which speakers are you most interested in seeing at the next Linkage Excellence in Leadership & Management Series?**

\_\_\_ Warren Bennis  
\_\_\_ Stephen Covey  
\_\_\_ Jack Welch  
\_\_\_ Bill Gates

\_\_\_ Steve Jobs  
\_\_\_ Meg Whitman  
\_\_\_ Carly Fiorina  
\_\_\_ Hillary Clinton

\_\_\_ Marcus Buckingham  
\_\_\_ Colin Powell  
\_\_\_ Alan Greenspan  
Other \_\_\_\_\_

PLEASE RETURN THIS FORM TO YOUR SITE COORDINATOR OR FAX TO 781.402.5556.